BEACON HR/PAYROLL IMPLEMENTATION PROJECT QUALITY MANAGEMENT PROCESS

DOCUMENT HISTORY

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APPROVERS

Approval Date	Approved Version	Approver Name and Role	Approver
8/17/2006		Lori Foehr, Project Manager	*[signature]* PMO lead

PMO RELEASE AUTHORIZATION

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1. INTRODUCTION

This Quality Management Process document provides the Beacon HR/Payroll Implementation Project Management Team with details regarding the processes, procedures and tools for conducting quality assurance and control for the project. The Quality Management Processes are based on and should be used in conjunction with the project's Quality Management Plan. As stated in the Plan, the quality management framework for Beacon HR/Payroll Implementation is based on a widely accepted industry standard, i.e., SEI CMMI Level 3. Thus, the derived quality management processes are also based on SEI CMMI Level 3 principals.

2. ROLES AND RESPONSIBILITIES

The Quality Manager for the project is accountable for providing the day-to-day oversight of the quality management processes for Beacon HR/Payroll Implementation Project. Below is a full listing of roles and responsibilities for project participants.

Figure 2.1 Roles and Responsibilities Matrix

| Role	Description of Role/Responsibilities
State Executive Management	• Oversee the State's review and acceptance of quality management processes. • Support all members of the project team to perform the processes of the Quality Management Plan. • Ensure that the business decisions related to solution quality are timely.
Project Stakeholders and Customers	• Participate in quality reviews as requested. • Participate in pertinent solution development activities (requirements, design, testing) as required to achieve the project objectives.
State Program Director	• Review and accept the quality review criteria for approving project deliverables. • Provide the BearingPoint Project Manager with State tools and methods that need to be integrated into practices for the Beacon HR/Payroll Implementation Project. • Facilitate the availability of State personnel to participate in quality reviews and document review / approvals.
BearingPoint Project Manager	• Oversee the inclusion of quality management activities within the project schedule as well as the execution of these activities. • Serve as an escalation point to resolve issues related to quality and support the escalation of quality related issues to higher levels, e.g., State Program Director and/or State Executive Management. • Oversee all quality reviews and participate in these reviews as required. • Provide oversight to the closure of corrective actions arising from quality reviews.

Role	Description of Role/Responsibilities
Project Quality Manager	• Provide overall leadership of quality management activities, including managing quality reviews, reporting the results of these reviews, and overseeing follow-on corrective activities. • Schedule evaluations of processes and deliverables / work products. • Review project processes. • Audit process artifacts. • Document deviations. • Track and elevate non-compliance issues to the BearingPoint Project Manager or other senior management (e.g., Program Director) as appropriate.
Team Leads	• Hold project members accountable for performing quality management activities that relate to their role.
Team Members	• Understand the quality standards, objectives, and processes that apply to their work. • Perform all necessary activities in support of overall quality management.
PMO	• Track documented deviations to completion. • Update the Quality Management Plan and maintain the processes and tools. • Plan for and track the execution of quality management activities under the guidance of the Project Quality Manager and BearingPoint Project Manager • Provide evidence of EVM process effectiveness and efficiency for input into Quality Reviews and respond to any issues related to EVM process improvement

3. PROJECT LAUNCH AND PHASE END REVIEW PROCESS

The Quality Manager reviews the engagement's activities and deliverables to verify compliance by evaluating them against the Project Schedule and any other designated plans, standards, or procedures. The Quality Manager also ensures that deviations are identified, documented and tracked to closure, that all corrections are verified and that the relevant stakeholders are informed about the results of the reviews.

Results of QA reviews are captured in a QA Review Report and an Action Item List. All action items are assigned, reviewed, communicated and tracked to closure using the EPM Solution issue and risk management capability. Figure 3.1 below graphically depicts the process for conducting the Project Launch and Phase End Reviews.

Figure 3.1 Project Launch and Phase End Review Process
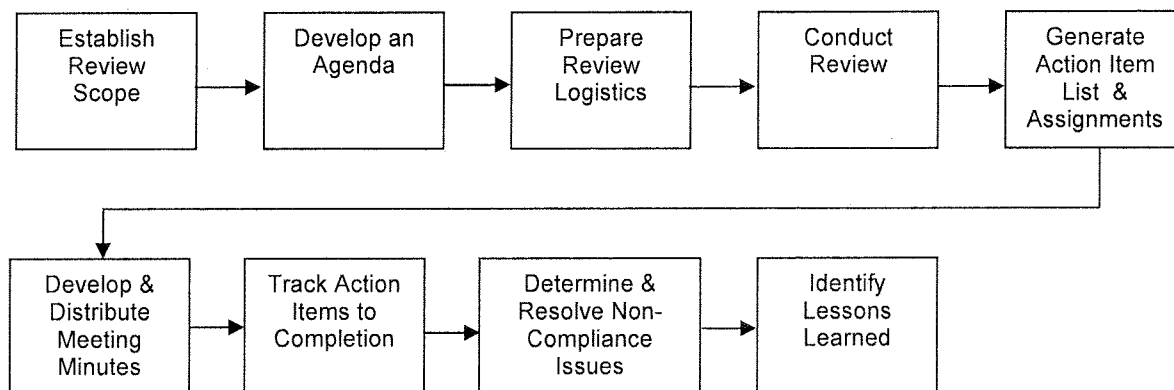
3.1. Step 1 – Establish Review Scope

Identify the activities to be reviewed and relevant stakeholders to participate in the review. Refer to the Quality Management Reviews Matrix for the project artifacts to be verified. Appendix A provides a sample of the Matrix. Collect documented processes and standards for the activities to be reviewed. These are collected, along with any relevant work products or artifacts.

3.2. Step 2 - Develop an agenda

The Quality Manager develops the meeting agenda, which follows the list of the activities to be reviewed. The procedure for reviewing activities is documented and provided as an attachment to the review agenda. The procedure could vary based on project artifacts being reviewed but essentially consists of examination of the items to evaluate whether they conform an established standard.

3.3. Prepare Review Logistics

The Quality Manager determines the review time, place, and resource requirements. The attendance requests and meeting agenda are also distributed.

3.4. Conduct the Review According to the Agenda

In cases where the reviewer discovers deviations from the project artifacts documented plan or standard, the review notes the deviations in the Review Record. See Appendix A for a sample of the Review Report.

3.5. Generate an Action Item List and Action Item Assignments

Derive the action items from the observed deviations and document these in an Action Item List then enter the Action Items into the EPM Solution issue and risk management capability.

3.6. Develop and Distribute Meeting Minutes

The Quality Manager develops meeting minutes and submits these to the review participants, functional groups and other stakeholders as appropriate. The Quality Manager also submits the Review Report and the Action Item List to the BearingPoint Project Manager and communicates the results of the review to the affected functional groups, and other stakeholders, including customers and end users when appropriate.

3.7. Track Action Items to Completion

The Quality Manager oversees the tracking of action items to completion. The Team Leads and project team members responsible for the impacted project artifact(s) have immediate responsibility for addressing action items and use the Issue and Risk Management Process in support of Action Item closure.

3.8. Determine and Resolve Procedural Noncompliance Issues

Analyze quality trends to see if there are any noncompliance issues that need to be addressed. Use the EPM Solution issue and risk management capability to capture and track such issues to closure.

3.9. Identify Lessons Learned

Document lessons learned an apply these to improve project processes, tools and methods.

4. DELIVERABLE REVIEW PROCESS

This process involves the deliverable review consisting of two procedures. The first procedure is a Peer Review and the second a Project Management Team review. The Peer Review will be performed by relevant team member peers of the document author/developer and the author/developer's Team Lead; the Project Management Team Review will be performed by the BearingPoint Project Manager and / or Deputy Project Manager. The review process involves evaluating the deliverables against standards, procedures, and contractual requirements. The review team ensures that deviations are identified, documented, and tracked to closure, and that all corrections are verified.

Results of QA reviews are captured in a QA Review Report and an Action Item List. All action items are assigned, reviewed, communicated and tracked to closure using the EPM Solution issue and risk management capability. Figure 4.1 below graphically depicts the process for conducting the Deliverable Review Process.

Figure 4.1 Deliverable Review Process
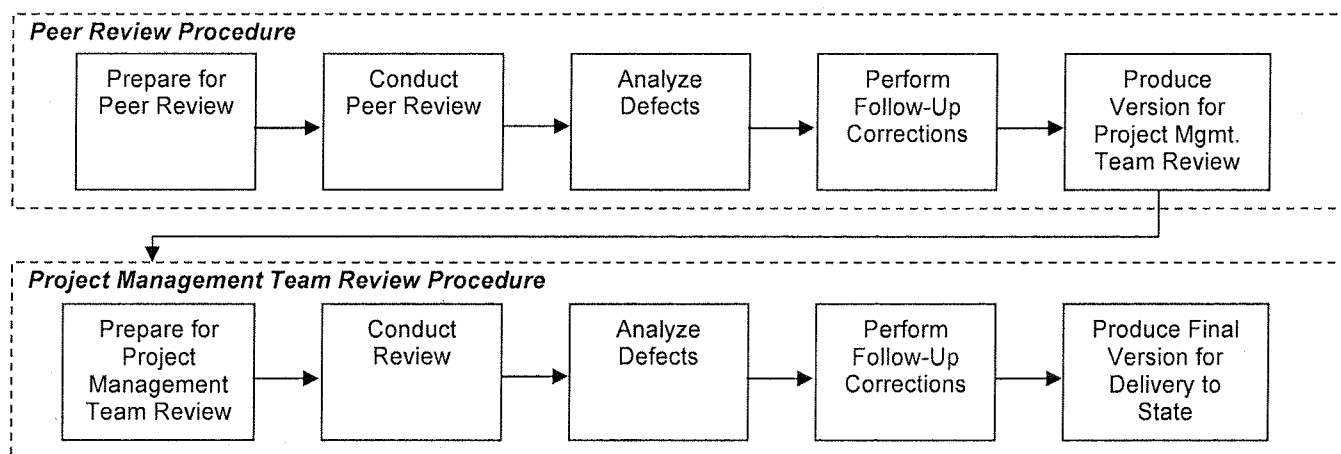
4.1. Peer Review Procedure

This initial review is led by of the author / developer. Relevant members of the project team participate along with the author / developer's Team Lead. The focus of this review is technical and detailed in nature.

4.1.1. Prepare for the Peer Review

This step involves the deliverable author / developer selecting review participants and performing meeting logistics preparation to include gathering of deliverable standards and distribution of these to the review participants.

4.1.2. Conduct the Peer Review

The deliverable author / developer conducts a walk-through were the participants review the deliverable for completeness and accuracy. The group conducts the review in consideration of deliverable standards. The author / developer documents deficiencies.

4.1.3. Analyze Defects

Following the review session, in collaboration with the appropriate team members, the author / developer analyzes the defects and determines action items to achieve their timely correction. Action items are entered into the EPM Solution issues and risk management capability in cases where this tool would enable would help manage the communication, tracking and closing of Action Items.

4.1.4. Perform Follow-Up Corrections and Close Action Items

The author / developer then performs corrections and closes any action items to remove deliverable deficiencies. For Action Items where the EPM Solution issues and risk management capability is used for tracking, the Action Items are closed.

4.1.5. Produce a Version of the Deliverable for the Project Team Review

The author / developer produces another version of the deliverable for review by the Project Management Team

4.2. Project Management Team Review Procedure

This second deliverable is conducted by of the BearingPoint Project Manager and / or the Deputy Project Manager. Other team members could participate and deemed necessary by the BearingPoint Project Management Team. While this review in conducted in a technical and functional light, its purpose is to ensure customer satisfaction and ultimate acceptability by the State.

4.2.1. Prepare for the Project Management Team Review

This step involves the deliverable author / developer selecting review participants and performing meeting logistics preparation to include gathering of deliverable standards and distribution of these to the review participants.

4.2.2. Conduct the Project Management Team Review

The Project Management Team and other review participants review the deliverable for completeness and accuracy. The group conducts the review in consideration of deliverable standards. A member of the review team documents deficiencies.

4.2.3. Analyze Defects

Following the review session, in collaboration with the appropriate team members, the author / developer analyzes the defects identified during the review and determines action items to achieve their timely correction. Action items are entered into the EPM Solution issues and risk management capability in cases where this tool would enable would help manage the communication, tracking and closing of Action Items.

4.2.4. Perform Follow-Up Corrections and Action Items

The author / developer then performs corrections and closes any action items to remove deliverable deficiencies. For Action Items where the EPM Solution issues and risk management capability is used for tracking, the Action Items are closed.

4.2.5. Produce a Version of the Deliverable for Delivery to the State

The author / developer produces a final version of the deliverable for delivery to the State.

APPENDIX A

Shown below is a sample of a Quality Management Review Matrix that lists sample verification items and roles for the Launch Review, End of Business Baseline Review and End of Realization Review.

Figure A1 - Quality Management Review Matrix

Review	Items to be verified	Roles
Launch Review	• Project Charter • Quality Management Plan & Processes • Risk Management Plan & Processes • End User Training and Documentation Strategy • Knowledge Transfer Plan • Project Status Meeting Schedule and Report Templates • Start-Up Communications Plan • Project Status Reports and Dashboards • Project Issues and Risk Database • Project Planning and Tracking Procedures	• Quality Manager performs this task • PMO provides task support • Project Management Team participates as necessary
End of Business Blueprint Review	• Blueprint Final Document • Testing Strategy • Project Preparation Phase Deliverables Verification and Signoff • Business Blueprint Deliverables Verification and Signoff • Data Conversion Requirements Document • Security Strategy • Organizational Risk and Readiness Assessment • Project Status Reports and Dashboards • Project Issues and Risk Database	• Quality Manager performs this task • PMO provides task support • Functional Leads and Technical Lead participate as necessary • Project Management Team participates as necessary
End of Realization Review	• Baseline Configuration Definition • Final User Acceptance Test Plan • Interim Post Implementation Support Plan • Updated Communications Plan • Role Descriptions and Role Mapping • Realization Deliverables Verification Signoff • Project Status Reports and Dashboards • Project Issues and Risk Database	• Quality Manager performs this task • PMO provides task support • Functional Leads and Technical Lead participate as necessary • Project Management Team participates as necessary

Review	Items to be verified	Roles
Final Preparation Review	• Verify deliverables are completed and signed off • Verify all UAT has been completed and signed off • Project Status Reports and Dashboards • Project Issues and Risk Database • Update communications plan	• Quality Manager performs this task • PMO provides task support • Functional Leads and Technical Lead participate as necessary • Project Management Team participates as necessary
Go Live	• Verify Training Plan and associated activities • Confirm knowledge transfer has been completed • Confirm support procedures • Confirm support resources • Verify all issues and risks have been closed out • Verify all subcontractors have been close out • Verify project financials have been closed out • Verify formal project closure has been obtained • Verify lessons learned has been complied	• Quality Manager performs this task • PMO provides task support • Functional Leads and Technical Lead participate as necessary • Project Management Team participates as necessary

Presented below is a template used to produce a Review Report as the result of a Project Launch or Phase End Review.

Figure A1 – Review Report Template

Date / Time:	Reviewer:
Participants:	Length of Review:
Processes Reviewed: *Project processes examined during this review*	
Work Products / Deliverables Audited: *Project artifacts that were examined*	
Major Review Findings: *Major deficiencies identified during the review*	